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14 April 1964

MEMORANDUM FOR: Director of Training

SUBJECT: Evaluation of the Supervisory Responsibilities Program

REFERENCE: Memorandum from Deputy Director for Support to Deputy Director for Intelligence, dated 7 April 1964

1. As requested in the above memorandum Messrs

[REDACTED] were designated to attend and evaluate the first running of the Supervisory Responsibilities Program on 10 April. This memorandum is their critique.

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2. The need for such a reorientation for supervisors has been manifest for some time. There have been sufficient examples of employees with personal, security, financial and medical problems that have gone undetected or at least not been handled as well as should have been to make such a course necessary. We believe that the reorientation program will serve to make some of the weaker supervisors more aware of their total responsibilities in managing personnel. It will also be a refresher and reminder of good personnel administrative practices for the better supervisors.

3. Mr. McCone and Col. White set a good pace and a high standard for other speakers to follow. It was especially gratifying to have the Deputy Director for Support discuss some of the leading and most current theories of management. We were at first somewhat alarmed at statements made by both of these speakers that left the implication that the only good supervision was hard-boiled and hard-nosed. There is no doubt that many supervisors have been weak and shirked their supervisory responsibilities. But this is not to say that in order to deal successfully with employees you have to put kindness and human compassion aside. Indeed, the more successful supervisors have a generous amount of these characteristics. What is important is that the supervisor not confuse so-called kindness with his responsibilities to manage. Col. White, seconded by Mr. Kirkpatrick, clarified this position during the panel

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discussion, but many of us were bothered by what was obviously a misunderstanding of the remarks early in the day. (We were too busy judging and not busy enough listening!) If this could be clarified both of these talks will be excellent.

4. Dr. Tietjen's lecture was also excellent, and was enhanced by the use of amusing visual aids. We believe we can give Dr. Tietjen some unique DD/I-type stresses to illustrate when he talks to our people. While we realize that there are time limitations, we believe that he could spend about five minutes on danger signals for supervisors to be aware of in employee conduct. He need not attempt to make psychiatric screening officers out of supervisors. He could, however, outline behavioral manifestations that would make the supervisor watch the employee more closely and consult with the Medical Staff on questionable behavior.

5. Mr. Echols was left with the nuts and bolts of personnel practices for supervisors, which he adequately covered. In succeeding runnings, he might be able to tie in some of the remarks on general management theories made by preceding speakers with the day-to-day techniques of supervision. In addition, the major stress of Col. White's and Mr. Echols' addresses was placed on the supervisor's responsibilities to the Agency, to the Government, and to the job, in an orientation which was summed up succinctly by Mr. Echols' admonition that supervisors must understand that they are playing on the management team. No one can doubt that this is the major role of the supervisor and this role must receive heavy stress in a reorientation address. From the standpoint of our first-line supervisors, however, we feel that a bit more time and attention could profitably be paid to an examination of the role of the supervisor in providing conditions for his people favorable to motivation, inspiration, and initiative. Both the Director and the DD/S raised this role in their addresses, but it was not further examined.

6. Mr. Fuch's talk was satisfactory, but the subject is not as germane to the DD/I as it is to other parts of the Agency, and especially to the DD/P. Our supervisors do not handle money and have very few petty cash funds, but we do have continuity of experience with budgeting. Since handling money was the heart of the Finance Director's talk, it should be deemphasized for the DD/I running

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of the course and a more general approach to fiscal responsibility substituted.

7. We did not stay for the security briefing because we had previously attended it. By the time the Supervisory Responsibilities Program is put on for DD/I supervisors, all except a few stragglers will have attended the Security Reindoctrination Course. We, therefore, recommend that the security lecture be dropped from the Program. If this lecture is eliminated, we believe that the course can be shortened to half a day without sacrificing its content. A suggested schedule would be on the following order:

0815-0830:	Director of Central Intelligence and/or DDI
0830-0915:	Deputy Director for Support
0915-1000:	Chief, Medical Staff
1000-1015:	Break
1015-1045:	Director of Finance
1045-1130:	Director of Personnel
1130-1230:	Panel

8. We believe the Panel was very good in wrapping up the Program, and should be continued. We suggest that the Director of Security be included to answer any questions which may arise in his areas, even if he does not lecture in the earlier part of the program. And by all means, include Col. White, even though he was not listed as a participant on the schedule.

9. We have made these suggestions hopefully to improve what is already an impressive program. We will be glad to confer with appropriate officers on the course to make it ready for the DD/I presentation.

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cc: DD/S